



DEPARTMENT OF THE NAVY
NAVY PERSONNEL COMMAND
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-0000

1430

MAR 17 2014

From: Assistant Commander, Navy Personnel Command for
Career Progression (PERS-8)
To: Chief of Naval Personnel
Via: Commander, Navy Personnel Command

Subj: MODIFICATION TO THE ORDER CONVENING THE FY-15 PROMOTION
SELECTION BOARDS TO CONSIDER STAFF CORPS OFFICERS ON THE
ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO
THE GRADE OF COMMANDER

Ref: (a) SECNAV memo of 8 Feb 08
(b) Order Convening the FY-15 Promotion Selection Boards
to Consider Staff Corps Officers on the Active-Duty
List of the Navy for Permanent Promotion to the Grade
of Commander

Encl: (1) Revised Membership List

1. In accordance with reference (a), request permission to
replace enclosure (1) of reference (b) with the attached
membership list. This action is requested in order to
accomplish the below modification.

a. Add as administrative support person: LCDR George W.
Lucier, Jr., 2500, USN (OJAG Code 13 action officer to support
board process).

2. Upon approval of this membership modification, the board
will convene on 25 March 2014 as scheduled.


C. H. HALTON

CNPC RECOMMENDATION:

Approve:  20 MAR 14

Disapprove: _____

CNP DECISION:

Approve:  3/24

Disapprove: _____

BOARD MEMBERSHIP
FY-15 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

1. Medical Corps:

a. Board Members

RADM Colin G. Chinn, SHCE, USN, 2700 (Medical) (President)
CAPT David A. Lane, MC, USN, 2100 (Medical)
CAPT Frederick J. McDonald, MC, USN, 2100 (Medical)
CAPT Christine E. Dorr, MC, USN, 2100 (Surgical)
CAPT Fernando Moreno, MC, USN, 2100 (Surgical)
CAPT Barbara J. Drobina, MC, USN, 2100 (Medical)
CDR Daniel J. Sullivan IV, USN, 1320

b. CDR David E. Webster, MC, USN, will act as recorder with the following personnel acting as assistant recorders:

LCDR John W. Saenz

LT Andrew E. MancusiUngaro

The recorder or an assistant recorder will be present during all deliberations.

2. Dental Corps:

a. Board Members

RADM Elaine C. Wagner, SHCE, USN, 2700 (President)
CAPT Philip J. Rinaudo, DC, USN, 2200
CAPT Sook-K. Chai, DC, USN, 2200
CAPT Joseph B. Michael, DC, USN, 2200
CDR Charles A. McLenithan III, USN, 1120

b. CDR Raynese S. Fikes, DC, USN, will act as recorder with the following person acting as assistant recorder:

LCDR Vanessa D. Motos

The recorder or assistant recorder will be present during all deliberations.

3. Medical Service Corps:

a. Board Members

RDML Terry J. Moulton, SHCE, USN, 2700 (HCA) (President)
CAPT Leslie L. Sims, MSC, USN, 2300 (HCC)

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CAPT Anne M. Swap, MSC, USN, 2300 (HCA)
CDR Mark A. Swearngin, MSC, USN, 2300 (HCS)
CDR Ryan C. Cech, USN, 1320

b. LCDR Neil D. Cascardo, MSC, USN, will act as recorder
with the following personnel acting as assistant recorders:

LCDR Jared A. McKendall

LCDR Kathryn A. Barbara

The recorder or an assistant recorder will be present during all
deliberations.

4. JAG Corps:

a. Board Members

RAADM James W. Crawford III, JAGC, USN, 2500 (President)
CAPT Christian L. Reismeier, JAGC, USN, 2500
CAPT Stacy A. Pedrozo, JAGC, USN, 2500
CAPT Scott J. Laurer, JAGC, USN, 2500
CAPT Gregory E. Dawson, USN, 1120
CAPT David G. Wilson, JAGC, USN, 2500

b. CDR Marc S. Rosen, JAGC, USN, will act as recorder with
the following person acting as assistant recorder:

LT Allison E. Ward

The recorder or assistant recorder will be present during all
deliberations.

5. Nurse Corps:

a. Board Members

RDML Raquel C. Bono, SHCE, USN, 2700 (President)
CAPT Bradley J. Hartgerink, NC, USN, 2900
CAPT James A. Kirk, USN, 1110
CAPT Veronica G. Armstrong, NC, USN, 2900
CDR Barbara A. Mullen, NC, USN, 2900 (NP)

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b. CAPT George L. Dyer III, NC, USN, will act as recorder with the following person acting as assistant recorder:

LCDR James D. Croft

The recorder or assistant recorder will be present during all deliberations.

6. Supply Corps:

a. Board Members

RDML Paul J. Verrastro, SC, USN, 3100 (President) *
CAPT Donald S. Hughes, SC, USN, 3100 * **
CDR Jeffery P. Davis, SC, USN, 3100 *
CDR Lagena K. G. Yarbrough, SC, USN, 3100
CDR Calvin E. Bumphus, USN, 1110

b. LCDR Jayson L. Cramer, SC, USN, will act as recorder with the following person acting as assistant recorder:

LT Scott R. Milliet

The recorder or assistant recorder will be present during all deliberations.

* Acquisition Corps Representative

** Joint Representative

7. Chaplain Corps:

a. Board Members

RDML Margaret G. Kibben, CHC, USN, 4100 (President)
CAPT Tyler L. Meador, USN, 1120
CAPT John V. Dickens III, CHC, USN, 4100
CDR Jiancarlo Villa, USN, 1320
CDR Ryan T. Keys, USN, 1310
CDR Elaine G. Luria, USN, 1110
CDR Robert S. Gerosa, Jr., USN, 1110

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b. LCDR Carla M. Barry, CHC, USN, will act as recorder with the following person acting as assistant recorder:

LT Christopher N. Earley

The recorder or assistant recorder will be present during all deliberations.

8. Civil Engineer Corps:

a. Board Members

RADM Katherine L. Gregory, CEC, USN, 5100 (President) *
CAPT Richard L. Whipple, CEC, USN, 5100 *
CAPT Kevin L. Brown, CEC, USN, 5100 *
CAPT Maria L. Aguayo, CEC, USN, 5100 *
CDR Steven T. Nassau, USN, 1310 * **

b. CDR Alexander K. Hutchison, CEC, USN, will act as recorder with the following person acting as assistant recorder:

LT Kena K. Montgomery

The recorder or assistant recorder will be present during all deliberations.

* Acquisition Corps Representative

** Joint Representative

9. The following administrative support personnel are designated to serve as sponsors to the boards:

LCDR Andrew M. McGinly
LCDR Corbin M. Reynolds

LCDR Robert A. Paynter, Jr.

10. The following personnel are designated to serve as administrative support personnel to the boards:

RDML David F. Steindl
CAPT Christopher H. Halton
CAPT Christopher A. Harris
CAPT Matthew J. Lehman

CAPT Donald G. May
CDR Howard M. Bryant
CDR Melissa A. Harvison
CDR Ellen L. McCurdy

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CDR Herman L. Reed	Mr. Michael Jennings
CDR Thomas A. Sliski	Mr. Juan J. Jimenez
CDR Jeffrey C. Stevens	Ms. Kim E. Kirk
CDR Jeffrey R. Vignery	Ms. Karen M. Kumnick
CDR Jason L. Webb	Ms. Nancy G. Langford
LCDR Willie D. Brisbane	Mr. David B. Lanham
LCDR Christopher J. Garner	Mr. James D. Law
LCDR Hope D. Hair	Ms. Diane L. H. Lofink
LCDR Omar A. Hair	Mr. Donald P. Marshall
LCDR Ryan C. Henning	Ms. Tonya E. Marshall
LCDR Terrence L. Jones	Mr. Paul D. Martin
LCDR Matthew M. Langreck	Mr. Paul L. Martin
LCDR George W. Lucier, Jr.	Mr. Richard P. Mason
LCDR Andrew M. McGinly	Ms. Lynda C. McKinney
LCDR Robert A. Paynter, Jr.	Mr. Corey A. Nichols
LCDR Corbin M. Reynolds	Mr. Tommy D. Owens
LT Justin R. Fitzjarrald	Ms. Doris A. Pembroke
LT Robert A. McRight	Mr. Scott S. Peirry
LT Mark W. Richardson	Mr. James A. Price
LT Drew E. Thompson	Mr. Stephen R. Ranne
LT Shane T. Wright	Ms. Amy C. Ray
LT Robert C. Yawn, Jr.	Mr. Stanley Robinson
LTJG Matthew S. King	Mr. Jay A. Rublaitus
CWO5 Lawrence S. Cole	Ms. Lynn Saarinen
CWO3 Mitchell D. Allen	Ms. Edna M. Shannon
PSCM(SW/AW) C. E. Christiansen	Mr. Antoine Sharp
PSCM(AW) Robert A. Ferrari	Mr. Gary E. Smart, Jr.
PSC(SW/AW) Patrick R. Harris	Mr. Thor Smith
YNC(SW/EXW) James E. Ziegler, Jr.	Ms. Ruby D. Snowden
AM1(AW) Mark J. Beckmann	Ms. Jo Ann Statser
YN2(AW) Jennifer M. Thompson	Mr. Tim Suich
Ms. Bonita K. Archie	Mr. Jim C. Tanner
Mr. Julion A. Bend	Ms. Catherine Tippet
Mr. Doug Burgess	Mr. Carl R. Waelde
Ms. B. J. Callis	Mr. Jeffery D. Walker
Mr. John R. Crotts	Mr. Bob T. Wilkinson
Ms. Sonic L. Dowell	Mr. Ed Willard
Mr. Jeremy L. Fisher	Ms. Deborah A. Wilson
Mr. Keith Grover	Mr. Wiley P. Winter
Mr. Jim Hammerich	Ms. Mindee M. Wolven
Mr. Dave Hard	Mr. Christopher J. Zaller
Ms. Marlene V. Harrison	
Mr. Max H. Hodge	

Enclosure (1)



THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

MAR 19 2014

From: Secretary of the Navy
To: Presidents, FY-15 Active-Duty Navy Commander Staff Corps
Officers Promotion Selection Boards

Subj: ORDER CONVENING THE FY-15 PROMOTION SELECTION BOARDS TO
CONSIDER STAFF CORPS OFFICERS ON THE ACTIVE-DUTY LIST OF
THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF
COMMANDER

Ref: (a) FY-15 Active-Duty and Reserve Navy Officer and Chief
Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Promotion Selection Boards Joint and Acquisition
Promotion Objectives

1. Date and Location

a. The promotion selection boards, consisting of you as presidents and the officers listed in enclosure (1), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, March 25, 2014, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-15 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and ~~Promotion Selection Boards Joint and Acquisition Promotion Objectives, enclosure (2).~~

2. Promotion Board Authorized Selections. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-15 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

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<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Medical Corps	70
Dental Corps	90
Medical Service Corps	60
Judge Advocate General's Corps	65
Nurse Corps	65
Supply Corps	60
Chaplain Corps	61
Civil Engineer Corps	70

3. Consideration of Active-Duty Officers "Below the Zone."
Identifying exceptional officers from below the zone and selecting them for promotion is authorized; nevertheless, no more than 10 percent of the total officers selected for promotion may be from below the promotion zone. The board must ensure that below-zone candidates are individually evaluated as a source of best and fully qualified officers. Below-zone selects shall be based on sustained measures of success in their community specialties. Below-zone selections are encouraged to ensure the Navy is best served in filling critical competency requirements.

4. Best and Fully Qualified Selection Standard

a. Fully Qualified. All officers recommended for promotion must be fully qualified; that is, each officer recommended must be capable of performing the duties of the next higher pay grade. Officers that do not meet that standard shall not be recommended for promotion.

(1) Officers fully qualified for promotion demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and DoD ethical standards, physical fitness, and loyalty to the Navy core values.

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(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience and education.

b. Best Qualified. Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

(1) Skill Requirements. The Navy must focus on the skill sets mandated by current needs and on developing the ~~professional competencies required in our future leadership~~. The Navy and joint force leadership needs to be comprised of a diverse blend of male and female officers that have excelled in both traditional and specialized career paths. Give due consideration to demonstrated performance and expertise in the competency/skill areas listed in order of significance below. For amplifying information, see reference (b) competency/skills information, included in reference (a).

Medical Corps (2100):

1. N/A

Dental Corps (2200):

1. N/A

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Medical Service Corps (2300):

1. N/A

JAG Corps (2500):

1. N/A

Nurse Corps (2900):

1. N/A

Supply Corps (3100):

1. Acquisition Corps
2. Joint Experience
3. Financial Resource Management (FM)
4. Expeditionary Warfare and Confronting Irregular Challenges
5. Naval Special Warfare (NSW) Experience
6. Operational Analysis (OA)
7. Navy Operational Planner

Chaplain Corps (4100):

1. N/A

Civil Engineer Corps (5100):

1. Expeditionary Warfare and Confronting Irregular Challenges
2. Shore Installation Management (SIM)
3. Acquisition Corps
4. Financial Resource Management (FM)
5. Joint Experience
6. Naval Special Warfare (NSW) Experience
7. Navy Operational Planner
8. Language, Regional Expertise, and Cultural (LREC) Experience
9. Operational Analysis (OA)
10. Education and Training

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c. Additional Considerations. The following are additional considerations in determining the best qualified officers:

(1) Individual Augmentee (IA)/Global Support Assignment (GSA)/Overseas Contingency Operations (OCO)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment

(a) The board should give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy, and in particular, those IA/GSA/OCO/APH assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path, and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

(b) IA/GSA/OCO assignments may take an officer out of the normal community career path for periods up to 1 1/2 years. APH assignments consist of extensive specialized training and multiple, non-standard deployments that may take an officer out of the normal community career path for periods of up to 3 1/2 years.

(c) Note that CHC officers are noncombatants. Chaplains do not develop combat skills. Additionally, both USN and USMC deployments affect chaplains' ITEMPO. IAs are not the only evidence of OCO or "boots on ground" experience. Chaplains are organic to ESG, CSG, NECC, and operational USMC units.

(2) Education and Professional Development. The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy and Joint Professional Military Education (JPME).

(a) The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College and equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of

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Additional Qualification Designation (AQD) codes are desirable.
Proven expertise from an experience tour utilizing that
subspecialty is fundamental to development of Navy Leaders.

(b) The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship, SECDEF Corporate Fellowship, and Federal Executive Fellowships (e.g., Politico-Military and Cyber).

(c) Best qualified officers seek opportunities to broaden their cultural awareness through experiences and education and to enable better communication in a global operating environment.

(d) Best qualified officers have demonstrated willingness and an ability to lead and mentor a diverse workforce of male and female service members.

(e) In this age of limited resources and fiscal constraints, you should also consider for promotion those men and women who as Navy leaders have successfully demonstrated judiciousness in fiscal resources, personnel, facility management, energy resource management and technology, all of which are of vital importance to our Navy today and in the future.

5. Acquisition Corps Considerations. Acquisition Corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The Unrestricted Line (AP), Aerospace Engineering Duty Officers, and Engineering Duty Officer communities all contain Acquisition Corps officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Corps, and should be considered in the broad context of the Acquisition Corps. Examples of these overarching skill sets include technical and operational knowledge of C4I, combat systems, unmanned systems, systems

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engineering, Enterprise information systems, information technology, and weapons and major weapons systems (e.g., ships and aircraft). In determining the best and fully qualified officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

6. Medical Community Considerations. Navy Medicine needs leaders with knowledge and significant recent experience in a variety of settings including operational medicine, joint medical operations, and current peacetime health care delivery initiatives. Duty or service in combined or other staff positions at the senior levels of government should also be considered favorably. Additionally, Navy Medicine greatly values joint experience and formal education to include JPME-I.

a. The Navy requires officers of exceptionally high professional clinical and business competence and intellectual capacity who have the ability to think logically and express themselves articulately. They must have the energy to create and communicate the organization's vision, as well as build and motivate teams to accomplish that vision. Our leaders must be calculated risk-takers, inclusive in decision-making, and trusted by subordinates. They must have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. ~~They must recognize talent and mentor, coach, and develop juniors.~~ They must understand and use best clinical practices and business tools in managing our military population's health. Our Medical Community's leadership must be drawn from those officers who clearly understand Navy Medicine's obligation to support the Fleet and demonstrate the capacity to meet the challenges of our commitment to maritime superiority.

b. You must ensure that Navy Medicine's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders within their clinical and business specialties. Likewise, the officers selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles both in support of the Fleet and within the naval shore establishment. In determining those officers best qualified for promotion, you should select those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. It

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should be noted that, although there is no set career path for upward mobility, those you select will be placed almost assuredly in positions that require broad military and medical perspectives beyond the Department of the Navy.

c. It is statutorily required that, in considering healthcare professionals for promotion, the board shall give consideration to an officer's clinical proficiency and skill as a health professional to at least as great an extent as the board gives consideration to an officer's administrative and management skills.

d. Although not contained in statute, as a matter of policy, in considering healthcare professionals for promotion, the board shall also give consideration to an officer's research and science proficiency to at least as great an extent as the board gives consideration to an officer's administrative and management skills.

7. Judge Advocate General's (JAG) Corps Community Considerations

a. Assignment to Office of Military Commissions (OMC). On May 14, 2008, DEPSECDEF wrote that "[t]he military commissions are a national priority. Conducting a fair, just, and transparent military commissions process is the Department's top legal services priority and necessitates our commitment to dedicate the right number of and most skilled legal practitioners the Department has to offer." OMC assignments may not be typical of the officer's traditional community career path but are vital to the successful joint prosecution of Overseas Contingency Operations and the National Defense Strategy. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in OMC assignments.

b. Post-Graduate Education. In determining the best and fully qualified officers, you shall give equal weight to post-graduate legal education obtained at military and civilian institutions.

c. Military Justice Litigation Specialty. Military justice plays a critical role in the maintenance of good order and

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discipline and accountability in the Navy. The JAG Corps must maintain a cadre of specialized officers whose primary responsibility is to prosecute, defend, and judge criminal cases and military commissions. The officers who form this cadre are formally selected by a board and designated as being a member of the Military Justice Litigation Career Track. Once designated, officers within this career track normally spend significant portions of their careers within designated litigation billets. Developing and maintaining military justice litigation skills, which are perishable by nature, requires progressive assignment to military justice litigation billets. These assignments may limit variety in billet history and the opportunity for assignment to sea duty, but are vitally important to the Navy's mission. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in this specialty area.

d. Environmental Law Specialty. The demands of protecting the Navy's operational interests frequently require uniformed Environmental Law attorneys to complete consecutive, progressive tours on Fleet, OPNAV, Secretariat or OJAG environmental staffs. This requirement may limit billet variety and the opportunity for assignment to sea duty or traditional leadership tours. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in this specialty area.

e. Assignment to duties in Interagency or Joint Commands. When judge advocates are detailed to serve within interagency or joint commands, where reporting seniors may be unfamiliar with the Navy fitness reports system, special attention must be taken in reviewing those records.

f. Navy Reserve Officers Recalled to Active Duty. Navy Reserve officers who have been recalled to active duty will have fewer active-duty fitness reports than their continuous active-duty peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. A recalled officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

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8. Supply Corps Community Considerations. The Navy requires Supply Corps leaders with high integrity, professional acumen and business competence, who are trusted leaders, committed to the Supply Corps and the Navy.

a. While nothing shall supplant the standard of best and fully qualified, you shall give favorable consideration to officers who have demonstrated highly effective leadership capabilities through increased duties and responsibilities in a dynamic and fast paced operational environment, to include either traditional afloat and/or expeditionary assignments. Additionally, officers who are successful as afloat department heads/OICs or Commanding Officers should be given due consideration.

b. Supply Corps officers recommended for promotion should have the ability to recognize talent and mentor and develop juniors. They must have balanced experience between shore/policy tours and fleet/operational tours. Also, if appropriate for their grade and selected area of professional concentration, successful performance in joint or acquisition assignments that lead to designation as a Joint Qualified Officer (JQO) or Acquisition Corps membership is valued. It should be noted that, although there is no set career path for upward mobility, those you select should have a depth of functional knowledge - commensurate with their subspecialty and rank. Officers should be a subject matter expert in at least one career field or have experience in multiple core competencies to include acquisition, supply chain management and operational logistics.

9. Chaplain Corps (CHC) Community Considerations

a. The CHC exists to provide Sailors, Marines, Coast Guardsmen, and their families with the opportunity to practice their faith wherever they serve, and thereby increase their personal resilience. CHC officers should excel in delivering the core capabilities of providing religious ministry to those of their own faith, facilitating for those of other faith traditions, caring for all personnel, and providing relevant advice to commanders. Success and sustained exceptional performance in these areas are the most important attributes to consider.

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b. In determining those officers best qualified for promotion, you should consider favorably those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. However, operational needs can limit the spectrum of assignments of some officers; this must be taken into account by the board when considering these officers. In addition, chaplains may have been assigned involuntarily outside the traditional career development patterns, i.e., recruiting, equal opportunity, and specific billets requiring specific skill specialties. These assignments, though beneficial to the interests of the Navy, have resulted in those chaplains having career patterns different from chaplains who have been able to serve in their primary specialties. In making your determination of those officers who are best and fully qualified for promotion, you must view such assignments as having the same value as assignments within the primary Chaplain Corps assignments.

c. When CHC officers serve with the Coast Guard, Marine Corps, or in joint environments where reporting seniors may be unfamiliar with the Navy fitness reports system, special attention must be taken in reviewing those officers' records.

d. Education and Professional Development. The board shall give favorable consideration to those officers with relevant graduate education, ~~experience in specialized areas, and Navy~~ and Joint Professional Military Education (JPME). The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval War College and equivalent Service institutions, graduation from the Pastoral Care Residency (PCR) program, and civilian education programs, that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable. Proven expertise from an experience tour utilizing that subspecialty is fundamental to development of Navy leaders. Chaplain Corps subspecialties are Religion and Culture (1430), Pastoral Counseling (1440), and Ethics (1450).

e. CHC senior leaders should also have demonstrated the ability to plan for the broad delivery of those capabilities at the highest institutional level. Officers selected must have demonstrated exceptional managerial skill and professional

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competence in executive and senior staff billets, to include
supervisory billets in complex operational environments and
shore installation religious programs.

f. Navy Reserve officers who have been recalled to active
duty will have fewer active-duty fitness reports than their
continuous active-duty peers. Due consideration shall be given
to the fitness reports available and the quality of performance
reflected in the record. A recalled officer's record shall not
be discounted simply because it contains fewer active-duty
fitness reports than an active-duty peer's record.

10. Civil Engineer Corps (CEC) Community Considerations

a. **Career Path and Experiences.** As the Navy's shore
installation and expeditionary engineers, senior CEC officers
are expected to display sustained superior performance in the
three CEC core competencies - Facilities Management and
Acquisition, Seabees or Naval Construction Force Units, and Navy
or Joint Staff. Integral to this performance, officers must
possess exceptional people/teamwork/leadership skills to work in
linear and matrix organizations with uniformed, civil service,
and industry personnel at all echelons of command and levels of
government.

(1) Although there is no set career path for upward
mobility, those selected must exhibit continued increase in job
responsibility, job diversity, and geographic diversity
commensurate with their rank.

(2) Experiences in overseas contingency, humanitarian
assistance/disaster response, and theater security cooperation
program operations are valued. Assignments with an operational
unit or as an individual augmentee should be considered equally.

b. **Qualifications and Education.** While all officers
recommended for promotion must be the best qualified within
their respective promotion categories, the Navy requires Civil
Engineer Corps leaders with exceptionally high professional
engineer and business competence, and intellectual capacity.

Subj: ORDER CONVENING THE FY-15 PROMOTION SELECTION BOARDS TO
CONSIDER STAFF CORPS OFFICERS ON THE ACTIVE-DUTY LIST OF
THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF
COMMANDER

(1) For senior officers, expected career milestones include warfare qualification, Professional Engineer or Registered Architect licensure, acquisition attainment, and Acquisition Corps membership. Senior officers are also expected to have completed a master's level post-graduate education program.

(2) Continuing education, to include Joint Professional Military Education and that required for licensure, is highly valued.

(3) Additional facility-related industry certifications, although not expected, may be noted favorably.


Ray Mabus

BOARD MEMBERSHIP
FY-15 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

1. Medical Corps:

a. Board Members

RADM Colin G. Chinn, SHCE, USN, 2700 (Medical) (President)
CAPT David A. Lane, MC, USN, 2100 (Medical)
CAPT Frederick J. McDonald, MC, USN, 2100 (Medical)
CAPT Christine E. Dorr, MC, USN, 2100 (Surgical)
CAPT Fernando Moreno, MC, USN, 2100 (Surgical)
CAPT Barbara J. Drobina, MC, USN, 2100 (Medical)
CDR Daniel J. Sullivan IV, USN, 1320

b. CDR David E. Webster, MC, USN, will act as recorder with the following personnel acting as assistant recorders:

LCDR John W. Saenz

LT Andrew E. MancusiUngaro

The recorder or an assistant recorder will be present during all deliberations.

2. Dental Corps:

a. Board Members

RADM Elaine C. Wagner, SHCE, USN, 2700 (President)
CAPT Philip J. Rinaudo, DC, USN, 2200
~~CAPT Sook K. Chai, DC, USN, 2200~~
CAPT Joseph B. Michael, DC, USN, 2200
CDR Charles A. McLenithan III, USN, 1120

b. CDR Raynese S. Fikes, DC, USN, will act as recorder with the following person acting as assistant recorder:

LCDR Vanessa D. Motos

The recorder or assistant recorder will be present during all deliberations.

3. Medical Service Corps:

a. Board Members

RDML Terry J. Moulton, SHCE, USN, 2700 (HCA) (President)
CAPT Leslie L. Sims, MSC, USN, 2300 (HCC)

Enclosure (1)

BOARD MEMBERSHIP
FY-15 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

CAPT Anne M. Swap, MSC, USN, 2300 (HCA)
CDR Mark A. Swearngin, MSC, USN, 2300 (HCS)
CDR Ryan C. Cech, USN, 1320

b. LCDR Neil D. Cascardo, MSC, USN, will act as recorder
with the following personnel acting as assistant recorders:

LCDR Jared A. McKendall

LCDR Kathryn A. Barbara

The recorder or an assistant recorder will be present during all
deliberations.

4. JAG Corps:

a. Board Members

RADM James W. Crawford III, JAGC, USN, 2500 (President)
CAPT Christian L. Reismeier, JAGC, USN, 2500
CAPT Stacy A. Pedrozo, JAGC, USN, 2500
CAPT Scott J. Laurer, JAGC, USN, 2500
CAPT Gregory E. Dawson, USN, 1120
CAPT David G. Wilson, JAGC, USN, 2500

b. CDR Marc S. Rosen, JAGC, USN, will act as recorder with
the following person acting as assistant recorder:

LT Allison E. Ward

The recorder or assistant recorder will be present during all
deliberations.

5. Nurse Corps:

a. Board Members

RDML Raquel C. Bono, SHCE, USN, 2700 (President)
CAPT Bradley J. Hartgerink, NC, USN, 2900
CAPT James A. Kirk, USN, 1110
CAPT Veronica G. Armstrong, NC, USN, 2900
CDR Barbara A. Mullen, NC, USN, 2900 (NP)

Enclosure (1)

BOARD MEMBERSHIP
FY-15 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

b. CAPT George L. Dyer III, NC, USN, will act as recorder with the following person acting as assistant recorder:

LCDR James D. Croft

The recorder or assistant recorder will be present during all deliberations.

6. Supply Corps:

a. Board Members

RDML Paul J. Verrastro, SC, USN, 3100 (President) *
CAPT Donald S. Hughes, SC, USN, 3100 * **
CDR Jeffery P. Davis, SC, USN, 3100 *
CDR Lagenia K. G. Yarbrough, SC, USN, 3100
CDR Calvin E. Bumphus, USN, 1110

b. LCDR Jayson L. Cramer, SC, USN, will act as recorder with the following person acting as assistant recorder:

LT Scott R. Milliet

The recorder or assistant recorder will be present during all deliberations.

* Acquisition Corps Representative

~~** Joint Representative~~

7. Chaplain Corps:

a. Board Members

RDML Margaret G. Kibben, CHC, USN, 4100 (President)
CAPT Tyler L. Meador, USN, 1120
CAPT John V. Dickens III, CHC, USN, 4100
CDR Jiancarlo Villa, USN, 1320
CDR Ryan T. Keys, USN, 1310
CDR Elaine G. Luria, USN, 1110
CDR Robert S. Gerosa, Jr., USN, 1110

Enclosure (1)

BOARD MEMBERSHIP
FY-15 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

b. LCDR Carla M. Barry, CHC, USN, will act as recorder with the following person acting as assistant recorder:

LT Christopher N. Earley

The recorder or assistant recorder will be present during all deliberations.

8. Civil Engineer Corps:

a. Board Members

RADM Katherine L. Gregory, CEC, USN, 5100 (President) *
CAPT Richard L. Whipple, CEC, USN, 5100 *
CAPT Kevin L. Brown, CEC, USN, 5100 *
CAPT Maria L. Aguayo, CEC, USN, 5100 *
CDR Steven T. Nassau, USN, 1310 * **

b. CDR Alexander K. Hutchison, CEC, USN, will act as recorder with the following person acting as assistant recorder:

LT Kena K. Montgomery

The recorder or assistant recorder will be present during all deliberations.

* Acquisition Corps Representative

** Joint Representative

9. The following administrative support personnel are designated to serve as sponsors to the boards:

LCDR Andrew M. McGinly
LCDR Corbin M. Reynolds

LCDR Robert A. Paynter, Jr.

10. The following personnel are designated to serve as administrative support personnel to the boards:

RDML David F. Steindl
CAPT Christopher H. Halton
CAPT Christopher A. Harris
CAPT Matthew J. Lehman

CAPT Donald G. May
CDR Howard M. Bryant
CDR Melissa A. Harvison
CDR Ellen L. McCurdy

Enclosure (1)

BOARD MEMBERSHIP
FY-15 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

CDR Herman L. Reed	Mr. Juan J. Jimenez
CDR Thomas A. Sliski	Ms. Kim E. Kirk
CDR Jeffrey C. Stevens	Ms. Karen M. Kumnick
CDR Jeffrey R. Vignery	Ms. Nancy G. Langford
CDR Jason L. Webb	Mr. David B. Lanham
LCDR Willie D. Brisbane	Mr. James D. Law
LCDR Christopher J. Garner	Ms. Diane L. H. Lofink
LCDR Hope D. Hair	Mr. Donald P. Marshall
LCDR Omar A. Hair	Ms. Tonya E. Marshall
LCDR Ryan C. Henning	Mr. Paul D. Martin
LCDR Terrence L. Jones	Mr. Paul L. Martin
LCDR Matthew M. Langreck	Mr. Richard P. Mason
LCDR Andrew M. McGinly	Ms. Lynda C. McKinney
LCDR Robert A. Paynter, Jr.	Mr. Corey A. Nichols
LCDR Corbin M. Reynolds	Mr. Tommy D. Owens
LT Justin R. Fitzjarrald	Ms. Doris A. Pembroke
LT Robert A. McRight	Mr. Scott S. Perry
LT Mark W. Richardson	Mr. James A. Price
LT Drew E. Thompson	Mr. Stephen R. Ranne
LT Shane T. Wright	Ms. Amy C. Ray
LT Robert C. Yawn, Jr.	Mr. Stanley Robinson
LTJG Matthew S. King	Mr. Jay A. Rublaitus
CWO5 Lawrence S. Cole	Ms. Lynn Saarinen
CWO3 Mitchell D. Allen	Ms. Edna M. Shannon
PSCM(SW/AW) C. E. Christiansen	Mr. Antoine Sharp
PSCM(AW) Robert A. Ferrari	Mr. Gary E. Smart, Jr.
PSC(SW/AW) Patrick R. Harris	Mr. Thor Smith
YNC(SW/EXW) James E. Ziegler, Jr.	Ms. Ruby D. Snowden
AM1(AW) Mark J. Beckmann	Ms. Jo Ann Statser
YN2(AW) Jennifer M. Thompson	Mr. Tim Suich
Ms. Bonita K. Archie	Mr. Jim C. Tanner
Mr. Julion A. Bend	Ms. Catherine Tippet
Mr. Doug Burgess	Mr. Carl R. Waelde
Ms. B. J. Callis	Mr. Jeffery D. Walker
Mr. John R. Crotts	Mr. Bob T. Wilkinson
Ms. Sonic L. Dowell	Mr. Ed Willard
Mr. Jeremy L. Fisher	Ms. Deborah A. Wilson
Mr. Keith Grover	Mr. Wiley P. Winter
Mr. Jim Hammerich	Ms. Mindee M. Wolven
Mr. Dave Hard	Mr. Christopher J. Zaller
Ms. Marlene V. Harrison	
Mr. Max H. Hodge	
Mr. Michael Jennings	

Enclosure (1)

PROMOTION SELECTION BOARDS
JOINT AND ACQUISITION PROMOTION OBJECTIVES

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order.)

1. Statutory Objectives. For officers assigned to joint duty within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same competitive category who are serving, or have served, at Navy Headquarters; and,

JS Rate \geq Rate of Selection

b. Officers in the grades of lieutenant commander and above, who have been designated as a joint qualified officer (JQO), are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

JQO Rate \geq Overall Selection Rate for Category

2. Regulatory Objectives. Although not contained in statute, the Secretary of Defense has established additional promotion objectives as a matter of policy:

a. For officers who are serving, or have served, in the Office of the Secretary of Defense (OSD), selection rates not less than selection rates for officers in the same competitive category who are serving, or have served, at Navy Headquarters.

OSD Rate \geq Rate of Selection

3. Prior to adjournment, the board must review the extent to which the joint promotion objectives have been met.

4. Acquisition Corps. In accordance with statutory requirements, it is expected that these officers, as a group, will be promoted at a rate not less than the rate for all source community officers in the same grade.

Enclosure (2)



THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

NOV -6 2013

From: Secretary of the Navy.
To: FY-15 Active-Duty and Reserve Navy Officer and Chief
Warrant Officer Promotion Selection Boards

Subj: FY-15 ACTIVE-DUTY AND RESERVE NAVY OFFICER AND CHIEF
WARRANT OFFICER PROMOTION SELECTION BOARD PRECEPT

Ref: (a) Community Briefs
(b) Competency/Skills Information
(c) Glossary of Terms and Definitions

Encl: (1) FY-15 Active-Duty and Reserve Navy Promotion
Selection Board Guidance

1. Function and Membership

a. The function of the promotion selection boards is to consider officers for promotion to the grade indicated in each board's convening order. Promotion selection boards shall consider carefully, without prejudice or partiality, the record of every eligible officer. The records and names of all eligible officers, determined as of the date the boards convene, will be furnished to the boards. The names of those officers who are above, in, and, when applicable, below the promotion zone will be indicated, as appropriate.

b. I will personally appoint the members of promotion selection boards. During the board process, the officers assigned as board members work directly for me, under oath. Board members are entrusted with selecting the future leadership of the Navy. The performance of these duties will have a greater effect on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual officer. It is absolutely essential that your evaluation afford each eligible officer fair and equitable consideration.

2. Promotion boards shall proceed in accordance with the convening order, any guidance contained in this letter, and the FY-15 Active-Duty and Reserve Navy Promotion Selection Board Guidance, enclosure (1).

Subj: FY-15 ACTIVE-DUTY AND RESERVE NAVY OFFICER AND CHIEF
WARRANT OFFICER PROMOTION SELECTION BOARD PRECEPT

3. Reference (a), and when applicable, reference (b), will be provided in the selection board spaces as general guidance to inform the selection board members of community-specific and competency/skill-specific information. The information contained in references (a) and (b) must not be used as a substitute for the guidance contained in the convening order and specifically shall not alter the "best and fully qualified" selection standard. These references are not selection criteria, nor is it expected that each officer will meet the typical career path and guidelines depicted in the briefs contained in reference (a). Rather, both references contain general information that is used to assist officers, community leaders, community managers, and detailers with career management. Additionally, I will provide reference (c) as a glossary of terms and definitions.

4. Unless expressly authorized or required by the President, Secretary of Defense, or me, no member of the board, recorder, assistant recorder, or administrative support personnel may disclose the proceedings, deliberations, or recommendations of the promotion selection boards. Nevertheless, the Chief of Naval Personnel may provide the recommendations of the selection boards to the senior flag officer responsible for recommending community assignments and to senior community detailers, to the extent necessary to facilitate community assignments. All board members and administrative support personnel must comply fully with these requirements, and I expect each board president to emphasize the need for strict confidentiality.

5. In order to continually improve the selection board process, each board president is directed to provide written feedback immediately after the board, regarding all written guidance that I provide for the promotion selection board, to me and the Chief of Naval Operations. Further, an office call and debrief regarding the board process should be offered to both of us. The Chief of Naval Operations and I will typically choose to accept the office call based on the written feedback. Feedback should include, for example, whether the precept guidance was sufficiently direct, clear, and concise to assist board members in performing their duties.


Ray Mabus

FY-15 ACTIVE-DUTY AND RESERVE NAVY
PROMOTION SELECTION BOARD GUIDANCE

Appendix

Subject

A

General Guidance

- Duties of the Board President
- Board Proceedings
- Marital Status
- Leadership of Diverse Organizations
- Area Tours
- Adverse Information
- Show Cause Determination
- CWO Performance Review

B

Equal Opportunity Guidance

- Addresses Equitable Consideration
for All Officers

C

Board Reports

- Addresses Content and Routing of
Promotion Selection Board Reports

D

Oaths

- Provides Oaths for Board Members,
Recorder, Assistant Recorders, and
Administrative Support Personnel

Enclosure (1)

APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of the board is appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for promotion those fully qualified officers whom the majority finds best qualified to meet the needs of the Navy.

2. Board Proceedings. The following directions apply to all board proceedings:

a. Each of you (president, members, recorder, assistant recorders, and administrative support personnel) must maintain the integrity and independence of this promotion selection board, and foster careful consideration, without prejudice or partiality, of all eligible officers. DoD Instruction 1320.14 provides specific rules governing the conduct of officer selection boards and the actions of promotion selection board personnel.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this promotion selection board has been improperly affected.

~~c. You may not receive, initiate, or participate in~~ communications or discussions involving information that DoD Instruction 1320.14 precludes from consideration by a promotion selection board. Base your recommendations on the material in each officer's military record, any information I have provided to the board in accordance with DoD Instruction 1320.14, and any information communicated to you by individual eligible officers under regulations I have issued. In your deliberations you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible officers to the extent that such matters are not precluded by law, DoD Instruction 1320.14, or Service regulations from consideration by a promotion selection board or inclusion in an officer's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material provided to the board under the provisions of DoD Instruction 1320.14.

d. When discussing your own personal knowledge concerning the professional qualifications of eligible officers, the board is reminded that, if such personal remarks could be considered adverse, the member cannot discuss that personal knowledge or evaluation unless such matters are contained in the officer's official record or other material placed before the board in compliance with the law and Service regulation. In addition, should an officer's record reveal the removal of a fitness report, the member may not discuss any personal knowledge regarding the circumstance that resulted in the removal of the report.

e. I am the only person who may appear in person to address you on other than administrative matters. All communications with this board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. To ensure impartiality, you may not visit or communicate with detailers, placement officers, community managers, or any candidate immediately prior to or during the promotion selection board. Communications of any kind or method with outside parties (i.e., other than board members, recorder, assistant recorders, board sponsors, and administrative support personnel) before, during, or after the board relating in any way to the promotion selection board or its proceedings are prohibited. Questions concerning the propriety of any communications prior to the board should be addressed to the board sponsors. Proceedings, deliberations, or recommendations of the promotion selection board may not be disclosed unless expressly authorized or required by the President of the United States, the Secretary of Defense, or me.

g. Before the report of the promotion selection board is signed by each board member, recorder, and assistant recorder, the recommendations may be disclosed only to members of the board, recorder, assistant recorders, and those administrative support personnel I have designated in writing. Except as authorized by DoD Instruction 1320.14 and sections 613a, 616(e), 14104, or 14108(d) of title 10, U.S. Code, the proceedings and deliberations of the board may not be disclosed to any person who is not a board member, recorder, or assistant recorder.

h. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without

prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If a member, recorder, or assistant recorder believes that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, or believes someone is exerting or attempting to exert inappropriate influence over the board or its proceedings, he or she has a duty to request from me or the Secretary of Defense relief from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. Marital Status. Promotion boards are prohibited from considering the marital status of an eligible officer or the employment, education, or volunteer service of an eligible officer's spouse.

4. Leadership of Diverse Organizations. When reviewing an officer's potential for the next higher grade, consider that the Navy benefits when the officer corps possesses a broad spectrum of experience with a depth and breadth of vision. The Navy needs innovative and bold male and female leaders to lead, think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. Today's Navy is composed of men and women representing dozens of different ethnic groups and literally hundreds of cultural heritages. In light of this diversity, you should give careful attention to selecting officers who have demonstrated the potential to lead large organizations composed of men and women coming from widely varying backgrounds. The Navy's ability to meet this leadership challenge depends, in part, on having leaders for our entire Navy who reflect our very best, including performance, professional experience, education, and the spectrum of professional communities. These are factors for you to consider in selecting officers who are best and fully qualified for selection.

5. Area Tours. If an officer's record contains multiple or consecutive tours in a particular geographic location, it should not be viewed negatively, provided the officer has progressed in billet complexity, professional development, and leadership responsibility.

6. Adverse Information

a. Just as you must consider positive performance, you must consider incidents of misconduct and substandard performance

documented in an officer's official service record when determining those officers who are best qualified for promotion. Adverse information may reflect negatively on an officer's suitability for promotion and future service in positions of greater responsibility and trust. Members must give careful consideration to each incident. For those eligible officers who are recommended for promotion and who have received disciplinary action, or whose privileged information record (Fiche Five/EMPRS Field Code 17) contains matters relating to conduct or performance of duty, every board member shall review the information contained therein personally prior to the final board decision.

b. While the Navy is, and will remain, a Service of the highest standards and strict accountability, we do not embrace blind adherence to a zero-defect mentality. All of us have made mistakes in the past; the test is of the character and resilience of the individual and his or her ability to learn and grow from that experience. In selecting the best and fully qualified officers to meet the future needs of our Navy, you should not automatically discount any officer who, except for a single incident, would otherwise be considered to be among the best qualified from those you consider fully qualified. Careful scrutiny of the adverse information at issue and the officer's overall record is necessary to ensure the board recommends the officers best and fully qualified for promotion, and who satisfy the exemplary conduct requirements of section 5947 of title 10, U.S. Code.

~~7. Show Cause Determination. In addition to determining which~~
officers are best qualified for promotion, boards considering officers other than chief warrant officers shall review each record carefully to determine whether the officer's performance is such that the individual is considered suitable for retention. The board shall notify me of the name of each officer whose record, in the opinion of a majority of board members, indicates the officer should be required to show cause for retention due to:

- a. Substandard performance of duty;
- b. Moral or professional dereliction;
- c. Misconduct; or,
- d. Because the officer's retention is clearly inconsistent with the interests of national security.

Negative reports shall state: In the opinion of the majority of the members of the board, there were no officers recommended to show cause for their retention. Per SECNAVINST 1920.6C, the Chief of Naval Personnel (CHNAVPERS) has been designated as the show cause authority for the Navy. If the board recommends an officer be required to show cause, then the board shall provide, under separate cover signed by the president and the recorder, a supplemental memorandum to CHNAVPERS containing a brief explanation of the basis for the board's opinion that an officer should be required to show cause for retention on active duty. CHNAVPERS retains the discretion to direct a more detailed inquiry into the matter.

8. CWO Performance Review. In addition to determining which officers are best qualified for promotion to chief warrant officer W-3, W-4, or W-5, boards must ensure that all officers considered are fully qualified to perform the duties of their current grade. Accordingly, boards considering chief warrant officers shall carefully review each record to determine whether the officer's performance is such that the individual is considered suitable for retention. The board shall then notify me of the names of those chief warrant officers considered whose records establish, in the opinion of the board, their unfitness or unsatisfactory performance. Negative reports shall state: In the opinion of the majority of the members of the board, there were no officers whose records establish their unfitness or unsatisfactory performance. Per SECNAVINST 1920.6C, CHNAVPERS has been designated as the show cause authority for the Navy. If the board finds that an officer's record establishes his or her unfitness or unsatisfactory performance, then the board shall provide, under separate cover signed by the president and the recorder, a supplemental memorandum to CHNAVPERS containing a brief explanation of the basis for the board's opinion that the officer's record establishes unfitness or unsatisfactory performance. CHNAVPERS retains the discretion to direct a more detailed inquiry into the matter.

APPENDIX - B

EQUAL OPPORTUNITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, gender, or national origin. The Navy strives to maintain a professional working environment in which an individual's race, religion, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," you must ensure that officers are not disadvantaged because of their race, religion, color, gender, or national origin.
2. Your evaluation of all officers must afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.
3. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, recruiting, and equal opportunity billets. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. These assignments, though beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. Such assignment practices should not prejudice the selection of these officers for promotion. Successful performance of assigned duties is the key in measuring an officer's potential for promotion. Accordingly, in determining the qualification for promotion of any officer who has been affected by such utilization policies or practices, duty performed well in such assignments should be given weight equal to duty performed well by an officer not affected by such policies or practices.
4. This guidance shall not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, gender, or national origin.

APPENDIX - C

BOARD REPORTS

1. The record of the board's proceedings shall be compiled by the recorder, assistant recorders, and administrative support personnel. The written report of the board shall be signed by the board president, members, recorder, and assistant recorders. It shall contain the names of the officers recommended for promotion with appropriate selection statistics as required by DoD Instruction 1320.14, as well as the following items:

a. Convening notice required by section 614 of title 10, U.S. Code.

b. All instructions, information, and guidance that were provided to the board, under section 615 of title 10, U.S. Code and DoD Instruction 1320.14, except information concerning particular officers, which must be retained and transferred to the Chief of Naval Personnel.

c. Certification that:

(1) To the best of your knowledge, the board complied with DoD Instruction 1320.14, all instructions contained in the convening order and precept and, as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the record of each officer whose name was furnished to the board;

(6) The officers recommended for promotion are, in the opinion of the majority of the members of the board, fully

qualified and best qualified for promotion to meet the needs of the Navy among those officers whose names were furnished to the board;

(7) A majority of the members of the board, after consideration by all members of the board of any adverse information about the officers selected for promotion that is provided to the board, finds that the officers selected for promotion are best qualified for promotion to meet the needs of the Navy consistent with the requirements of exemplary conduct set forth in section 5947 of title 10, U.S. Code, which states:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge;"

(8) You are aware that the names of the selectees will be released to the public after the board report is approved, and you know that you may not disclose the recommended selectees until the names are released to the public; and

(9) You understand that, except as authorized by DoD Instruction 1320.14 and sections 613a, 616(e), 14104, or 14108(d) of title 10, U.S. Code, you may never disclose the proceedings and deliberations of the board to any person who is not a board member, recorder, or assistant recorder.

d. A list of all officers eligible for consideration.

e. A sampling of records prepared by the board president under procedures prescribed by the Chief of Naval Personnel/Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) for use in convening special selection boards.

f. This precept.

g. Convening order.

h. For boards considering officers other than chief warrant officers, the show-cause list shall contain the names of those officers whose records, in the opinion of a majority of the members of the board, indicate the officer should be required to show cause for his or her retention. It shall also contain a brief explanation of the basis for the board's opinion. Negative reports shall state: "In the opinion of a majority of the members of the board, there were no officers recommended to show cause for their retention."

i. For boards considering chief warrant officers, a list of the names of those officers whose records, in the opinion of a majority of the members of the board, establish their unfitness or unsatisfactory performance. It shall also contain a brief explanation of the basis for the board's opinion. Negative reports shall state: "In the opinion of a majority of the members of the board, there were no officers whose records establish their unfitness or unsatisfactory performance."

j. A list of the names of all officers considered by the board who submitted letters for board consideration requesting that they not be selected for promotion or who have otherwise directly caused their non-selection through written communication to the board. Negative reports shall state: "No officers requested that they not be selected by the board or otherwise caused their non-selection through written communication to the board."

2. ~~The report of boards considering officers other than chief warrant officers shall be forwarded for approval to the~~ Principal Deputy Under Secretary of Defense for Personnel and Readiness via, first, the Chief of Naval Personnel; second, the Chief of Naval Operations; third, the Judge Advocate General of the Navy for legal review; and fourth, me. In addition, reports of active-duty promotion selection boards that consider officers with service in joint duty assignments, as noted in the board's convening order, will be forwarded to the Chairman, Joint Chiefs of Staff for review.

3. The report of boards considering chief warrant officers shall be forwarded to me for approval via, first, the Chief of Naval Personnel; second, the Chief of Naval Operations; and third, the Judge Advocate General of the Navy for legal review.

APPENDIX - D

OATHS

1. The president of the board shall administer the following oath or affirmation to the recorder and assistant recorders:

"Do you, and each of you, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"

2. The recorder or an assistant recorder shall then administer the following oath or affirmation to the members of the board:

"Do you, and each of you, solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of officers and the efficiency of the naval service, and you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"

3. The recorder or an assistant recorder shall then administer the following oath or affirmation to the administrative support personnel:

"Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"



THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

MAR 16 2015

From: Secretary of the Navy
To: Presidents, FY-16 Active-Duty Navy Commander Staff Corps
Officers Promotion Selection Boards

Subj: ORDER CONVENING THE FY-16 PROMOTION SELECTION BOARDS TO
CONSIDER STAFF CORPS OFFICERS ON THE ACTIVE-DUTY LIST
OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF
COMMANDER

Ref: (a) FY-16 Active-Duty and Reserve Navy Officer and Chief
Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Administrative Support Staff
(3) Statutory and Regulatory Promotion Objectives

1. Date and Location

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) and the administrative support staff listed in enclosure (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, March 24, 2015, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-16 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and the Statutory and Regulatory Promotion Objectives, enclosure (3).

2. Promotion Board Authorized Selections. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-16 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded

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down to the nearest whole number. The boards may recommend up
to the number provided by the Chief of Naval Personnel.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Medical Corps	70
Dental Corps	90
Medical Service Corps	60
Judge Advocate General's Corps	65
Nurse Corps	70
Supply Corps	65
Civil Engineer Corps	65
Limited Duty Officer (Staff)	60

3. Consideration of Active-Duty Officers "Below the Zone."

Identifying exceptional officers from below the zone and selecting them for promotion to the grades of captain, commander, and lieutenant commander is authorized. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number calculated is less than 1, in which case the number that may be selected from below-zone is 1. The board must ensure that below-zone candidates are individually evaluated as a source of best and fully qualified officers. Below-zone selects shall be based on sustained measures of success in their community specialties. Below-zone selections are encouraged to ensure the Navy is best served in filling critical competency requirements.

4. Best and Fully Qualified Selection Standard

a. Fully Qualified. All officers recommended for promotion must be fully qualified; that is, each officer recommended must be capable of performing the duties of the next higher pay grade. Officers that do not meet that standard shall not be recommended for promotion.

(1) Officers fully qualified for promotion demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments.

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Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and DoD ethical standards, physical fitness, and loyalty to the Navy core values.

(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience and education.

b. Best Qualified. Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

c. Skill Requirements. The Navy must focus on the skill sets mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership needs to be comprised of a diverse blend of male and female officers that have excelled in both traditional and specialized career paths. Give due consideration to demonstrated performance and expertise in the competency/skill areas listed in order of significance below. For amplifying information, refer to the competency/skills information, reference (b) to reference (a).

Medical Corps (2100)

1. N/A

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Dental Corps (2200)

1. N/A

Medical Service Corps (2300)

1. N/A

JAG Corps (2500)

1. N/A

Nurse Corps (2900)

1. N/A

Supply Corps (3100)

1. Acquisition Corps
2. Joint Experience
3. Financial Resource Management (FM)
4. Expeditionary Warfare and Confronting Irregular Challenges
5. Naval Special Warfare (NSW) Experience
6. Operational Analysis (OA)
7. Navy Operational Planner

Civil Engineer Corps (5100)

1. Expeditionary Warfare and Confronting Irregular Challenges
2. Shore Installation Management (SIM)
3. Acquisition Corps
4. Financial Resource Management (FM)
5. Joint Experience
6. Naval Special Warfare (NSW) Experience
7. Navy Operational Planner
8. Language, Regional Expertise, and Cultural (LREC) Experience
9. Operational Analysis (OA)
10. Education and Training

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Limited Duty Officer Staff (65XX)

1. N/A

d. Additional Considerations. The following are additional considerations in determining the best qualified officers:

(1) Individual Augmentee (IA) / Global Support
Assignment (GSA) / Overseas Contingency Operations (OCO) /
Irregular Warfare / Afghanistan-Pakistan Bands (APH) Program
Assignment

(a) The board may give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy, and in particular, those IA/GSA/OCO/APH assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path, and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

(b) IA/GSA/OCO assignments may take an officer out of the normal community career path for periods up to 1 1/2 years. APH assignments consist of extensive specialized training and multiple, non-standard deployments that may take an officer out of the normal community career path for periods of up to 3 1/2 years.

(2) Education and Professional Development. The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy and Joint Professional Military Education (JPME).

(a) The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College and equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable.

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Proven expertise from an experience tour utilizing that
subspecialty is fundamental to development of Navy Leaders.

(b) The Navy values competitive scholarships and
fellowships, examples of which include: Olmsted Scholar,
Marshall Scholar, Rhodes Scholar, White House Fellowship, SECDEF
Corporate Fellowship, and Federal Executive Fellowships (e.g.,
Politico-Military and Cyber).

(c) Best qualified officers seek opportunities to
broaden their cultural awareness through experiences and
education and to enable better communication in a global
operating environment.

(d) Best qualified officers have demonstrated
willingness and an ability to lead and mentor a diverse
workforce of male and female service members.

(3) Innovation and Efficiency. A critical goal of the
Navy is to encourage -- to demand -- innovation and efficiency
to ensure that we retain an adaptive, flexible, and effective
naval force able to anticipate events and win across the
spectrum of conflict. In your consideration, recognize that the
continued preeminence of the Navy in the future is inextricably
linked to its ability to successfully change and to manage for
efficiency. Our future depends on male and female leaders who
have demonstrated their awareness of this fact. Within the
charter of best and fully qualified, seek to select these
officers.

(a) In this age of limited resources and fiscal
constraints, application of energy resource management and
technology is of vital importance. Our institution must create
energy solutions that make facilities and installations more
energy efficient and encourage superior management of energy
resources.

(b) Likewise, we must not restrict or limit the
opportunity of any officer to think creatively, develop new
ideas, take prudent risks, and maximize capabilities through
sound management practices. Bear in mind that, in the context
of a changing Navy, officers demonstrating innovative thinking,
efficient management skills, prudent risk taking, and effective
business practices, may reflect a variety of backgrounds.

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(4) Joint Officer Considerations

(a) Our ability to operate effectively with the other Services is vital to our war-fighting capability. To foster this ability, a number of officers are assigned to joint duty with the Joint Staff, the other Services, and joint organizations. To ensure our ability to conduct joint operations, the Navy is firmly committed to placing as many officers as possible in joint duty assignment billets.

(b) Success in these assignments should be given special consideration, and the statutory joint promotion objectives, delineated in enclosure (3), represent critical requirements which warrant particular consideration when determining which officers are best qualified for promotion. However, these statutory joint promotion objectives do not alter the best and fully qualified selection standard. As such, members shall only select eligible officers who are best and fully qualified for promotion even if doing so will result in a failure to meet the statutory joint promotion objectives.

(c) This guidance does not apply to boards for competitive categories in which there are no joint officers eligible for consideration.

(5) Acquisition Corps Considerations. Acquisition Corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The Unrestricted Line (AP), Aerospace Engineering Duty Officers, and Engineering Duty Officer communities all contain Acquisition Corps officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Corps, and should be considered in the broad context of the Acquisition Corps. Examples of these overarching skill sets include technical and operational knowledge of C4I, combat systems, unmanned systems, systems engineering, Enterprise information systems, information technology, and weapons and major weapons systems (e.g., ships and aircraft). In determining the best and fully qualified

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officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

5. Medical Community Considerations. Navy Medicine needs leaders with knowledge and experience in a variety of settings including operational medicine, joint medical operations, and current peacetime health care delivery initiatives. Duty or service in combined or other staff positions at the senior levels of government should also be considered favorably. Additionally, Navy Medicine greatly values joint experience and formal education to include JPME-I.

a. The Navy requires officers of exceptionally high professional operational, clinical, and business competence and intellectual capacity who have the ability to think analytically and express themselves articulately. They must have the energy to create and communicate the organization's vision, as well as build and motivate teams to accomplish that vision. Our leaders must be calculated risk-takers, inclusive in decision-making, and trusted by subordinates. They must have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. They must recognize talent, mentor, coach, and develop juniors, and build the environment in which they can thrive. They must understand and use best clinical practices and business tools in managing our military population's health. Our Medical Community's leadership must be drawn from those officers who clearly understand Navy Medicine's obligation to support the Fleet and Marine Corps and demonstrate the capacity to meet the challenges of our commitment to maritime superiority.

b. You must ensure that Navy Medicine's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders within their operational, clinical, and business specialties. Likewise, the officers selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles both in support of the Fleet and Marine Corps and within the naval shore establishment. In determining those officers best qualified for promotion, you should select those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. It should be noted that, although there is no

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set career path for upward mobility, those you select will be placed almost assuredly in positions that require broad military and medical perspectives beyond the Department of the Navy.

c. It is statutorily required that, in considering healthcare professionals for promotion, the board shall give consideration to an officer's clinical proficiency and skill as a health professional to at least as great an extent as the board gives consideration to an officer's administrative and management skills.

d. Although not contained in statute, as a matter of policy, in considering healthcare professionals for promotion, the board shall also give consideration to an officer's research and science proficiency to at least as great an extent as the board gives consideration to an officer's administrative and management skills.

6. Judge Advocate General's (JAG) Corps Community Considerations

a. Assignment to Office of Military Commissions (OMC). On May 14, 2008, DEPSECDEF wrote that "military commissions are a national priority. Conducting a fair, just, and transparent military commissions process is the Department's top legal services priority and necessitates our commitment to dedicate the right number of and most skilled legal practitioners the Department has to offer." OMC assignments may not be typical of the officer's traditional community career path but are vital to the successful joint prosecution of Overseas Contingency Operations and the National Defense Strategy. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in OMC assignments.

b. Post-Graduate Education. In determining the best and fully qualified officers, you shall give equal weight to post-graduate legal education obtained at military and civilian institutions.

c. Military Justice Litigation Specialty. Military justice plays a critical role in the maintenance of good order and discipline and accountability in the Navy. The JAG Corps must

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maintain a cadre of specialized officers whose primary responsibility is to prosecute, defend, and judge criminal cases and military commissions. The officers who form this cadre are formally selected by a board and designated as being a member of the Military Justice Litigation Career Track. Once designated, officers within this career track normally spend significant portions of their careers within designated litigation billets. Developing and using military justice litigation skills, which are perishable by nature, requires repeated assignments to military justice litigation billets and application of these skills in billets where they will deliver maximum effect to the Navy. These assignments may limit variety in billet history and the opportunity for assignment to sea duty, and may differ from typical career progressions, but are vitally important to the Navy's mission. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in this specialty area.

d. Environmental Law Specialty. The demands of protecting the Navy's operational interests frequently require uniformed Environmental Law attorneys to complete consecutive, progressive tours on Fleet, OPNAV, Secretariat, or OJAG environmental staffs. This requirement may limit billet variety and the opportunity for assignment to sea duty or traditional leadership tours. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in this specialty area.

e. Assignment to duties in Interagency or Joint Commands. When judge advocates are detailed to serve within interagency or joint commands, where reporting seniors may be unfamiliar with the Navy fitness reports system, special attention must be taken in reviewing those records.

f. Navy Reserve Officers Recalled to Active Duty. Navy Reserve officers who have been recalled to active duty will have fewer active-duty fitness reports than their continuous active-duty peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. A recalled officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

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7. Supply Corps Community Considerations. The Navy requires Supply Corps leaders with utmost integrity, moral excellence, professional acumen, and business competence, who are trusted leaders, committed to the Supply Corps and the Navy.

a. While nothing shall supplant the standard of best and fully qualified, you shall give favorable consideration to officers who have demonstrated highly effective leadership capabilities through increased duties and responsibilities in a dynamic and fast-paced operational environment, to include either traditional afloat and/or expeditionary assignments. Additionally, officers who are successful as afloat/expeditionary department heads/OICs or Commanding Officers should be given due consideration.

b. Supply Corps officers recommended for promotion should have the ability to recognize talent and mentor and develop juniors. They must have balanced experience between shore/policy tours and fleet/operational tours. Also, if appropriate for their grade and selected area of professional concentration, successful performance in joint or acquisition assignments that lead to designation as a Joint Qualified Officer (JQO) or Acquisition Corps membership is valued. It should be noted that, although there is no set career path for upward mobility, those officers you select should have a depth of functional knowledge commensurate with their subspecialty and rank. Officers should be a subject matter expert in at least one principal career field of acquisition, supply chain management or operational logistics and have experience in either a second principal career field or one of the complementary skill sets of business management, comptroller/financial management or operations research.

8. Civil Engineer Corps (CEC) Community Considerations

a. Career Path and Experiences. As the Navy's shore installation and expeditionary engineers, senior CEC officers are expected to display sustained superior performance in the three CEC core competencies - Facilities Management and Acquisition, Seabees or Naval Construction Force Units, and Navy or Joint Staff. Integral to this performance, officers must possess exceptional people/teamwork/leadership skills to work in linear and matrix organizations with uniformed, civil service,

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and industry personnel at all echelons of command and levels of government.

(1) Although there is no singular career path for upward progression, those selected must exhibit continued increase in job responsibility, job diversity, and geographic diversity commensurate with their rank.

(2) Experiences in overseas contingency, humanitarian assistance/disaster response, and theater security cooperation program operations are valued. Assignments with an operational unit or as an individual augmentee should be considered equally.

b. Qualifications and Education. While all officers recommended for promotion must be the best qualified within their respective promotion categories, the Navy requires Civil Engineer Corps leaders with exceptionally high professional engineer and business competence.

(1) For senior officers, expected career milestones include warfare qualification, Professional Engineer or Registered Architect licensure, acquisition attainment, and Acquisition Corps membership. Senior officers are also expected to have completed a master's level post-graduate education program.

(2) Continuing education, to include Joint Professional Military Education and that required for licensure, is highly valued.

(3) Additional facility-related industry or project management certifications, although not expected, may be noted favorably.



Ray Mabus

BOARD MEMBERSHIP
FY-16 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

1. Medical Corps:

RADM Raquel C. Bono, SHCE, USN, 2700 (President) (Surg)
CAPT Steven J. Blivin, MC, USN, 2100 (Med)
CAPT Daniel J. Ackerson, MC, USN, 2100 (Med)
CAPT William S. Switzer, USN, 1110
CDR Marlene L. Sanchez, MC, USN, 2100 (Med)
CDR Michele P. Morrison, MC, USN, 2100 (Surg)
CDR David A. Barrows, MC, USN, 2100 (Surg)

2. Dental Corps:

RDML Stephen M. Pachuta, SHCE, USN, 2700 (President)
CAPT Martha P. Villalobos, DC, USN, 2200
CAPT Walter D. Brafford, DC, USN, 2200
CDR Kamran A. Dil, USN, 1310
CDR Zhengshi Song, DC, USN, 2200

3. Medical Service Corps:

RADM Elaine C. Wagner, SHCE, USN, 2700 (President)
CAPT George B. Schoeler, MSC, USN, 2300 (HCS)
CAPT Richard G. Hagerty, MSC, USN, 2300 (HCA)
CAPT David B. Halloran, USN, 1310
CDR Laura L. V. Wegemann, MSC, USN, 2300 (HCC)

4. JAG Corps:

CAPT John G. Hannink, JAGC, USN, 2500 (President)
CAPT Kirk A. Foster, JAGC, USN, 2500
CAPT Richard K. Giroux, JAGC, USN, 2500
CAPT Colleen M. GlaserAllen, JAGC, USN, 2500
CDR Eric L. Mason, USN, 1120

5. Nurse Corps:

RADM Rebecca J. McCormickBoyle, NC, USN, 2900 (President)
CAPT Jamie H. Wise, NC, USN, 2900
CAPT Joy L. Murray, NC, USN, 2900
CAPT Paul B. Arp, NC, USN, 2900 (CRNA)
CDR Regina P. F. Kauffman, USN, 1320

BOARD MEMBERSHIP
FY-16 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

6. Supply Corps:

RDML John G. King, SC, USN, 3100 (President) *
CAPT Tiffany A. Schad, SC, USN, 3100 * **
CAPT Jonathan B. Haynes, SC, USN, 3100 *
CAPT Preston L. Gill, SC, USN, 3100 *
CAPT Jeffrey A. Bennett II, USN, 1110

* Acquisition Corps Representative

** Joint Representative

7. Civil Engineer Corps:

RDML Douglas G. Morton, CEC, USN, 5100 (President) *
CAPT Michael P. Oestereicher, CEC, USN, 5100 *
CDR Eric C. Correll, USN, 1140 **
CDR Steven J. Stasick, CEC, USN, 5100 *
CDR Ana I. Franco, CEC, USN, 5100 *

* Acquisition Corps Representative

** Joint Representative

8. Limited Duty Officer (Staff) (LDO):

RDML John G. King, SC, USN, 3100 (President) *
CAPT Richard K. Giroux, JAGC, USN, 2500
CAPT James R. Peltier, USN, 6510
CAPT Michael P. Oestereicher, CEC, USN, 5100 *
CDR Eric C. Correll, USN, 1140 **
CDR Heather J. Walton, USN, 6530
CDR James S. Brown, USN, 6550

* Acquisition Corps Representative

** Joint Representative

ADMINISTRATIVE SUPPORT
FY-16 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

1. Medical Corps:

a. CDR Kedric E. Webster, MC, USN, will act as a recorder with the following personnel acting as assistant recorders:

LCDR Lisa C. Young

LT Andrea N. Sims

The recorder or an assistant recorder will be present during all deliberations.

2. Dental Corps:

a. LCDR Jared A. Geller, DC, USN, will act as a recorder with the following person acting as an assistant recorder:

LT Amie M. Heim

The recorder or assistant recorder will be present during all deliberations.

3. Medical Service Corps:

a. LCDR Kellie L. McMullen, MSC, USN, will act as a recorder with the following person acting as an assistant recorder:

LT Kathleen R. Dagher

The recorder or assistant recorder will be present during all deliberations.

4. JAG Corps:

a. CDR Matthew L. Beran, JAGC, USN, will act as a recorder with the following personnel acting as assistant recorders:

CDR Wayne A. Miani, Jr.

LT Adam E. Inch

The recorder or an assistant recorder will be present during all deliberations.

5. Nurse Corps:

a. CDR Deborah A. Kumaroo, NC, USN, will act as a recorder with the following person acting as an assistant recorder:

ADMINISTRATIVE SUPPORT
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CDR Justice M. Parrott

The recorder or assistant recorder will be present during all deliberations.

6. Supply Corps:

a. CDR Jason C. Warner, SC, USN, will act as a recorder with the following person acting as an assistant recorder:

LCDR Sean R. Moody

The recorder or assistant recorder will be present during all deliberations.

7. Civil Engineer Corps:

a. CDR Lance M. Flood, CEC, USN, will act as a recorder with the following person acting as an assistant recorder:

LCDR Aaron J. Ripple

The recorder or assistant recorder will be present during all deliberations.

8. Limited Duty Officer:

a. CDR Jason C. Warner, SC, USN, will act as a recorder with the following personnel acting as assistant recorders:

LCDR Aaron J. Ripple

LT Adam E. Inch

The recorder or an assistant recorder will be present during all deliberations.

b. The following personnel are designated to serve as the board sponsors:

LCDR Andrew M. McGinly

LCDR Price W. Balderson

CDR Steven J. Skretkowicz

9. The following personnel are designated to serve as administrative support personnel to the boards:

RDML David F. Steindl

CAPT Paul L. Dinius

CAPT Bradley J. Cordts

CAPT Christopher A. Harris

ADMINISTRATIVE SUPPORT
FY-16 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

CAPT Mark C. Holley	Ms. Wendy Beyer
CAPT Donald G. May	Mr. Robert C. Black
CAPT Henry P. Roux, Jr.	Ms. Patricia O. Boothe
CDR Howard M. Bryant	Mr. Brian D. Bourne
CDR Steven G. Rodriguez	Mr. Doug Burgess
CDR Steven J. Skretkowicz	Ms. B. J. Callis
CDR Thomas A. Sliski	Mr. James C. Clemmons
CDR Jeffrey C. Stevens	Mr. Joel Cook
CDR Jeffrey R. Vignery	Mr. Shayne Cooper
CDR Jason L. Webb	Mr. Clarence Carver
LCDR Price W. Balderson	Mr. John R. Crotts
LCDR Kristopher M. Brazil	Mr. Richard T. DeRousse
LCDR Willie D. Brisbane	Mr. Jeremy L. Fisher
LCDR Tricia A. Cronau	Mr. John Fleenor
LCDR Christopher J. Garner	Mr. Mike Foldes
LCDR Hope D. Hair	Mr. John Frantz
LCDR Omar A. Hair	Mr. Dennis Garza
LCDR Matthew M. Langreck	Ms. Elizabeth J. Garrett
LCDR Leon M. Leflore	Mr. William H. Green
LCDR Andrew M. McGinly	Mr. Keith Grover
LCDR Stephen P. Milloway	Mr. Richard M. Hammer
LT Leigha B. Fassett	Mr. Jim Hammerich
LT Patrick O. Jackson	Mr. Dave Hard
LT Michael Jones	Ms. Marlene V. Harrison
LT Matthew S. King	Mr. Max H. Hodge
LT Maura K. Leary	Mr. Michael Jennings
LT Robert A. McRight	Mr. Juan J. Jimenez
LT Van E. Stewart	Mr. Douglas E. Johnson
LT Drew E. Thompson	Mr. Steven P. Jones
LT Donald J. Todorowski	Ms. Shu J. King
CWO3 Mitchell D. Allen	Ms. Kim E. Kirk
PSCM(SW/AW) C. E. Christiansen	Mr. Alex Kraus
PSCM(AW) Robert A. Ferrari	Ms. Karen M. Kumnick
PSC(SW/AW) Patrick R. Harris	Mr. Randy L. Kurschner
YNCM(SW/AW/EXW) Leo S. Godet	Ms. Nancy G. Langford
YNC(SS) Ja'Ron W. S. Wall	Mr. David B. Lanham
AM1(AW) Mark J. Beckmann	Mr. James D. Law
LS1(AW/SW) Kedrick D. Cockrell	Ms. Diane L. H. Lofink
LN2 Steven J. Cooney	Mr. Victor A. Loy
PS2(SW/AW) Joseph J. Pennington II	Mr. Joseph F. Maceira
YN2(SW/AW) Alexis P. Williams	Mr. Donald P. Marshall
LN3 Lauren M. Hauck	Mr. Paul D. Martin
Mr. Rodger Abernathy	Mr. Paul L. Martin
Mr. James M. Barlett	Mr. Richard P. Mason
Ms. Alison Barnes	Ms. Lynda C. McKinney
Mr. Julion A. Bend	Mr. Christopher J. Meunier

ADMINISTRATIVE SUPPORT
FY-16 ACTIVE-DUTY NAVY COMMANDER STAFF CORPS
PROMOTION SELECTION BOARDS

Mr. William H. Mummert
Mr. Jason C. Myers
Mr. Corey A. Nichols
Mr. Tommy D. Owens
Ms. Doris A. Pembroke
Mr. Scott S. Perry
Mr. Durand C. Peterson
Mr. James A. Price
Mr. Stephen R. Ranne
Ms. Amy C. Ray
Mr. Stanley Robinson
Mr. Jay A. Rublaitus
Ms. Lynn Saarinen
Mr. Tony V. Sanders
Ms. Edna M. Shannon
Mr. Antoine Sharp
Mr. Gary E. Smart, Jr.
Mr. Thor Smith
Ms. Ruby D. Snowden
Mr. Larry Sokoloski
Mr. Lee K. Staley
Ms. Jo Ann Statser
Ms. Lynnette Stinnett
Mr. Tim Suich
Ms. Jennifer M. Summers
Mr. Jim C. Tanner
Mr. Robert J. Thompson
Ms. Martha Uselton
Mr. John D. Vance
Mr. Carl R. Waelde
Mr. Jeffery D. Walker
Mr. Brian L. Wenger
Ms. Jessica Whitfield
Mr. James Whiting
Ms. Angela White
Mr. Bob T. Wilkinson
Mr. Ed Willard
Ms. Sharlene Williams
Mr. Charles E. Wilson
Ms. Deborah A. Wilson
Mr. Wiley P. Winter
Ms. Mindee M. Wolven
Ms. Rebecca Yong
Mr. Alan D. Young
Mr. Christopher J. Zaller



THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

DEC -2 2014

From: Secretary of the Navy
To: FY-16 Active-Duty and Reserve Navy Officer and Chief
Warrant Officer Promotion Selection Boards

Subj: FY-16 ACTIVE-DUTY AND RESERVE NAVY OFFICER AND CHIEF
WARRANT OFFICER PROMOTION SELECTION BOARD PRECEPT

Ref: (a) Community Briefs
(b) Competency/Skills Information
(c) Glossary of Terms and Definitions

Encl: (1) FY-16 Active-Duty and Reserve Navy Promotion
Selection Board Guidance

1. Function and Membership

a. The function of the promotion selection boards is to consider officers for promotion to the grade indicated in each board's convening order. Promotion selection boards shall consider carefully, without prejudice or partiality, the record of every eligible officer. The records and names of all eligible officers, determined as of the date the boards convene, will be furnished to the boards. The names of those officers who are above, in, and, when applicable, below the promotion zone will be indicated, as appropriate.

b. I will personally appoint the members of promotion selection boards. During the board process, the officers assigned as board members work directly for me, under oath. Board members are entrusted with selecting the future leadership of the Navy. The performance of these duties will have a greater effect on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual officer. It is absolutely essential that your evaluation afford each eligible officer fair and equitable consideration.

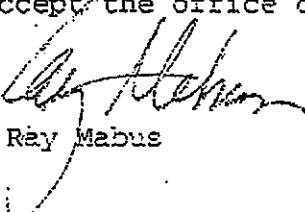
2. Promotion boards shall proceed in accordance with the convening order, any guidance contained in this letter, and the FY-16 Active-Duty and Reserve Navy Promotion Selection Board Guidance, enclosure (1).

Subj: FY-16 ACTIVE-DUTY AND RESERVE NAVY OFFICER AND CHIEF
WARRANT OFFICER PROMOTION SELECTION BOARD PRECEPT

3. Reference (a), and when applicable, reference (b), will be provided in the selection board spaces as general information and guidelines to inform the selection board members of community-specific and competency/skill-specific information, respectively. The information contained in references (a) and (b) must not be used as a substitute for the guidance contained in the convening order and specifically shall not alter the "best and fully qualified" selection standard. References (a) and (b) are not selection criteria, nor is it expected that each officer will meet the typical career path and guidelines contained in reference (a). Rather, both references contain general information and guidelines that are used to assist officers, community leaders, community managers, and detailers with career management. Additionally, I will provide reference (c) as a glossary of terms and definitions.

4. Unless expressly authorized or required by the President, Secretary of Defense, or me, no member of the board, recorder, assistant recorder, or administrative support personnel may disclose the proceedings, deliberations, or recommendations of the promotion selection boards. All board members, recorders, assistant recorders, and administrative support personnel must comply fully with these requirements, and I expect each board president to emphasize the need for strict confidentiality.

5. In order to continually improve the selection board process, each board president will report out to me and the Chief of Naval Operations via written feedback immediately after the board. The board president should indicate whether all written guidance to the board (for example, the precept and convening order) was sufficiently direct, clear, and concise to assist board members in performing their duties. The report should also assess board support and the administration of the board. Further, an office call and debrief regarding the board process should be offered to both of us. The Chief of Naval Operations and I will typically choose to accept the office call based on the written feedback.


Ray Mabus

FY-16, ACTIVE-DUTY AND RESERVE NAVY
PROMOTION SELECTION BOARD GUIDANCE

Appendix

Subject

A

General Guidance

- Duties of the Board President
- Board Proceedings
- Marital Status
- Leadership of Diverse Organizations
- Area Tours
- Adverse Information
- Show Cause Determination
- CWO Performance Review

B

Equal Opportunity and Diversity
Guidance

- Addresses Equitable Consideration
for All Officers

C

Board Reports

- Addresses Content and Routing of
Promotion Selection Board Reports

D

Oaths

- Provides Oaths for Board Members,
Recorder, Assistant Recorders, and
Administrative Support Personnel

APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of the board is appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for promotion those fully qualified officers whom the majority finds best qualified to meet the needs of the Navy.

2. Board Proceedings. The following directions apply to all board proceedings:

a. Each of you (president, members, recorder, assistant recorders, and administrative support personnel) is responsible for maintaining the integrity and independence of this promotion selection board, and for fostering careful consideration, without prejudice or partiality, of all eligible officers. DoD Instruction 1320.14 provides specific rules governing the conduct of officer promotion selection boards and the actions of promotion selection board personnel.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be provided to you, and the procedures you should follow if you believe that the integrity of this promotion selection board has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that DoD Instruction 1320.14 precludes from consideration by a promotion selection board. You are to base your recommendations on the material in each officer's military record, any information I have provided to the board in accordance with DoD Instruction 1320.14, and any information about his or her own record communicated to you by individual eligible officers in accordance with regulations I have issued.

d. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible officers to the extent that such matters are not precluded by law, DoD Instruction 1320.14, or Service regulations from consideration by a promotion selection board or inclusion in an officer's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that

opinion is contained in material provided to the board in accordance with DoD Instruction 1320.14.

e. When discussing your own personal knowledge concerning the professional qualifications of eligible officers, the board is reminded that, if such personal remarks could be considered adverse, the member cannot discuss that personal knowledge or evaluation unless such matters are contained in the officer's official record or other material placed before the board in compliance with the law and Service regulation. In addition, should an officer's record reveal the removal of a fitness report, the member may not discuss any personal knowledge regarding the circumstance that resulted in the removal of the report.

f. I am the only person who may appear in person to address you on other than administrative matters. All communications with this board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

g. To ensure impartiality, you may not visit or communicate with detailers, placement officers, community managers, or any candidate immediately prior to or during the promotion selection board. As a general rule, communications of any kind or method with outside parties (i.e., persons other than board members, recorders, assistant recorders, board sponsors, and administrative support personnel) before, during, or after the board relating in any way to the promotion selection board or its proceedings, discussions, deliberations, or recommendations are prohibited. Questions concerning the propriety of any communications prior to the board should be addressed to the board sponsors. The proceedings, discussions, deliberations, or recommendations of the promotion selection board shall not be disclosed, nor shall any written or documentary record of such proceedings, discussions, deliberations, or recommendations be used for any purpose, unless expressly authorized or required by the President of the United States, the Secretary of Defense, me, or as outlined in paragraphs 2.h and 2.i below.

h. Before the report of the promotion selection board is signed by each board member, recorder, and assistant recorder, the recommendations and proceedings may be disclosed only to members of the board, recorders, assistant recorders, and those administrative support personnel I have designated in writing.

After you sign the board report and the public release has been made, only the recommendations of the board may be disclosed. Procedures and processes of the board may be discussed only in general terms. The disclosure of recommendations and proceedings of the board are governed by DoD Instruction 1320.14; Secretary of the Navy Instruction 1420.1 (Series); and sections 613a, 616(e), 618, 14104, 14108, 14110, and 14112 of title 10, U.S. Code. The proceedings of the board may not be disclosed to any person not a board member, recorder, or assistant recorder, except to request relief from board duties in accordance with the law and DoD Instruction 1320.14.

i. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If you believe that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, you have a duty to request from me or the Under Secretary of Defense for Personnel and Readiness relief from your obligation not to disclose board proceedings and, upon receiving it, to report the basis for your belief.

3. Marital Status. Promotion boards are prohibited from considering the marital status of an eligible officer or the employment, education, or volunteer service of an eligible officer's spouse.

4. Leadership of Diverse Organizations. Our differences give us the strength, courage, and creativity necessary to accomplish our mission in, and meaningfully contribute to, an ever-changing world. The ability to maintain current and future readiness requires that we understand our differences, and recognize the valuable contributions our differences make to the Department of the Navy and to our Nation. As we build the Navy of the 21st Century, we must be able to operate successfully, and with credibility, across our Nation and in a challenging multi-cultural world. When reviewing an officer's potential for the next higher grade, consider that the Navy benefits when the officer corps possesses a broad spectrum of experience, background, perspective, innovative talent, and a depth and breadth of vision, drawn from every facet of the society it serves and understanding of the world within which it operates. The Navy needs innovative and bold male and female leaders to lead, think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. Today's Navy is

composed of men and women representing dozens of different ethnic groups and literally hundreds of cultural heritages. Similarly, our allies, partners, and friends across the globe represent a broad range of experience, backgrounds, perceptions, and understandings - regionally, nationally, or through agreements. To be effective, the Navy officer corps must draw upon its rich diversity of experience, backgrounds, perspective, innovative talent, and depth and breadth of vision. You should give careful attention to selecting officers who possess these valuable attributes and have demonstrated the potential to lead large organizations in a complex world composed of men and women coming from widely varying backgrounds. The Navy's ability to meet this leadership challenge depends, in part, on having leaders for, and from, our entire Navy who reflect our very best, including performance, background, professional experience, education, and the spectrum of professional communities. These are factors for you to consider in selecting officers who are best and fully qualified for selection.

5. Area Tours. If an officer's record contains multiple or consecutive tours in a particular geographic location, it should not be viewed negatively, provided the officer has progressed in billet complexity, professional development, and leadership responsibility.

6. Adverse Information

a. Just as you must consider positive performance, you must consider incidents of misconduct and substandard performance documented in an officer's official service record when determining those officers who are best qualified for promotion. Adverse information may reflect negatively on an officer's suitability for promotion and future service in positions of greater responsibility and trust. Members must give careful consideration to each incident. For those eligible officers who are recommended for promotion and who have received disciplinary action, or whose privileged information record (Fiche Five/EMPRS Field Code 17) contains matters relating to conduct or performance of duty, every board member shall review the information contained therein personally prior to the final board decision.

b. While the Navy is, and will remain, a Service of the highest standards and strict accountability, we do not embrace blind adherence to a zero-defect mentality. All of us have made mistakes in the past; the test is of the character and resilience of the individual and his or her ability to learn and

grow from that experience. In selecting the best and fully qualified officers to meet the future needs of our Navy, you should not automatically discount any officer who, except for a single incident, would otherwise be considered to be among the best qualified from those you consider fully qualified. Careful scrutiny of the adverse information at issue and the officer's overall record is necessary to ensure the board recommends the officers best and fully qualified for promotion, and who satisfy the exemplary conduct requirements of section 5947 of title 10, U.S. Code.

7. Show Cause Determination. In addition to determining which officers are best qualified for promotion, boards considering officers other than chief warrant officers shall review each record carefully to determine whether the officer's performance is such that the individual is considered suitable for retention.

a. The board shall notify me of the name of each officer whose record, in the opinion of a majority of board members, indicates the officer should be required to show cause for retention due to:

- (1) Substandard performance of duty;
- (2) Moral or professional dereliction;
- (3) Misconduct; or,
- (4) Because the officer's retention is not clearly consistent with the interests of national security.

b. Negative reports shall state: In the opinion of the majority of the members of the board, there were no officers recommended to show cause for their retention. Per SECNAVINST 1920.6 (Series), the Chief of Naval Personnel (CHNAVPERS) has been designated as the show cause authority for the Navy. If the board recommends an officer be required to show cause, then the board shall provide, under separate cover signed by the president and the recorder, a supplemental memorandum to CHNAVPERS containing a brief explanation of the basis for the board's opinion that an officer should be required to show cause for retention on active duty.

c. CHNAVPERS retains the discretion to direct a more detailed inquiry into the matter.

2. CWO Performance Review. In addition to determining which officers are best qualified for promotion to chief warrant officer W-3, W-4, or W-5, boards must ensure that all officers considered are fully qualified to perform the duties of their current grade. Accordingly, boards considering chief warrant officers shall carefully review each record to determine whether the officer's performance is such that the individual is considered suitable for retention. The board shall then notify me of the names of those chief warrant officers considered whose records establish, in the opinion of the majority of the board members, their unfitness or unsatisfactory performance. Negative reports shall state: In the opinion of the majority of the members of the board, there were no officers whose records establish their unfitness or unsatisfactory performance. Per SECNAVINST 1920.6 (Series). CHNAVPERS has been designated as the show cause authority for the Navy. If the board finds that an officer's record establishes his or her unfitness or unsatisfactory performance, then the board shall provide, under separate cover signed by the president and the recorder, a supplemental memorandum to CHNAVPERS containing a brief explanation of the basis for the board's opinion that the officer's record establishes unfitness or unsatisfactory performance. CHNAVPERS retains the discretion to direct a more detailed inquiry into the matter.

APPENDIX - B

EQUAL OPPORTUNITY AND DIVERSITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, gender, or national origin. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. The Navy strives to maintain a professional working environment in which an individual's race, religion, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," you must ensure that officers of every race, religion, color, gender, and national origin are given fair and equitable consideration.

2. Your evaluation of all officers must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of duties assigned.

3. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.

4. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, recruiting, diversity officers, and equal opportunity billets. These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. Such assignment practices should not prejudice the selection of these men and women for promotion; to do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained

success in our changing world. Successful performance of duties assigned is the key in measuring an officer's potential for promotion; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

5. This guidance shall not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, gender, or national origin.

APPENDIX - C

BOARD REPORTS

1. The record of the board's proceedings shall be compiled by the recorder, assistant recorders, and administrative support personnel. The written report of the board shall be signed by the board president, members, recorder, and assistant recorders. It shall contain the names of the officers recommended for promotion with appropriate selection statistics as required by DoD Instruction 1320.14, as well as the following items:

a. Convening notice required by section 614 or 14105 of title 10, U.S. Code.

b. All instructions, information, and guidance that were provided to the board, under section 615 or 14107 of title 10, U.S. Code and DoD Instruction 1320.14, except information concerning particular officers, which must be retained and transferred to the CHNAVPERs.

c. Certification that:

(1) To the best of your knowledge, the board complied with DoD Instruction 1320.14, all instructions contained in the convening order and precept and, as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the records of each officer whose name was furnished to the board;

(6) The officers recommended for promotion are, in the opinion of the majority of the members of the board, fully

qualified and best qualified to meet the needs of the Navy among those officers whose names were provided to the board;

(7) The officers recommended for promotion, including those who had adverse information provided to the board, are, in the opinion of the majority of the members of the board, fully qualified and among the best qualified to meet the needs of the Navy among those officers whose names were provided to the board, consistent with the exemplary conduct requirements of section 5947 of title 10, U.S. Code, which states:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge;"

(8) You are aware that the names of the selectees will be released to the public after the board report is approved, and you know that you may not disclose the recommended selectees until the names are released to the public; and

(9) You understand that, except as authorized by DoD Instruction 1320.14, Secretary of the Navy Instruction 1420.1 (Series), and sections 613a, 616(e), 618, 14104, 14108, 14110, and 14112 of title 10, U.S. Code, you may never disclose the proceedings, discussions, deliberations, or recommendations of the board to any person who is not a board member, recorder, or assistant recorder.

d. A list of all officers eligible for consideration.

e. A sampling of records prepared by the board president, under procedures prescribed by the CHNAVPERS / Deputy Chief of Naval Operations (Manpower, Personnel, Training, and Education) for use in convening special selection boards.

f. This precept

g. Convening order

h. Nonselect list

i. For boards considering officers other than chief warrant officers, the show-cause list shall contain the names of those officers whose records, in the opinion of a majority of the members of the board, indicate the officer should be required to show cause for his or her retention. It shall also contain a brief explanation of the basis for the board's opinion. Negative reports shall state: "In the opinion of a majority of the members of the board, there were no officers recommended to show cause for their retention."

j. For boards considering chief warrant officers, a list of the names of those officers whose records, in the opinion of a majority of the members of the board, establish their unfitness or unsatisfactory performance. It shall also contain a brief explanation of the basis for the board's opinion. Negative reports shall state: "In the opinion of a majority of the members of the board, there were no officers whose records establish their unfitness or unsatisfactory performance."

k. A list of the names of all officers considered by the board who submitted letters for board consideration requesting that they not be selected for promotion or who have otherwise directly caused their non-selection through written communication to the board. Negative reports shall state: "No officers requested that they not be selected by the board or otherwise caused their non-selection through written communication to the board."

2. The report of boards considering officers other than chief warrant officers shall be forwarded for approval to the Principal Deputy Under Secretary of Defense for Personnel and Readiness via, first, the CHNAVPERS; second, the Chief of Naval Operations; third, the Judge Advocate General of the Navy for legal review; and fourth, me. In addition, reports of active-duty promotion selection boards that consider officers with service in joint duty assignments, as noted in the board's convening order, will be forwarded to the Chairman, Joint Chiefs of Staff for review.

3. The report of boards considering chief warrant officers shall be forwarded to me for approval via, first, the CHNAVPERS; second, the Chief of Naval Operations; and third, the Judge Advocate General of the Navy for legal review.

APPENDIX - D

OATHS

1. The president of the board shall administer the following oath or affirmation to the recorder and assistant recorders:

"Do you, and each of you, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"

2. The recorder or an assistant recorder shall then administer the following oath or affirmation to the members of the board:

"Do you, and each of you, solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of officers and the efficiency of the naval service, and you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"

3. The recorder or an assistant recorder shall then administer the following oath or affirmation to the administrative support personnel:

"Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"